RELATIONSHIP BETWEEN MOTIVATION, SATISFACTION AND PERFORMANCE IN WORK

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ABSTRACT: *The performance of organizations is conditioned by the stimulation, involvement and integration of staff, and motivation becomes a problem for the firm to discover and capitalize on the characteristics of the social group that characterizes it, to identify the means by which its members are determined to act the achievement of personal and organizational goals. Work motivation can be appreciated as the availability of employees to get involved in their work and to make a sustained effort to achieve professional, individual or organizational goals. Motivation can provide an alternative to solving many of the issues facing organizational managers at present, but it should not be addressed in itself, but in close relation to satisfaction and performance, integrated into managerial processes and relationships.*

KEY WORDS: *motivation, satisfaction, performance, work, career, career counseling, labor market.*

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1. THE RELATIONSHIP BETWEEN WORK SATISFACTION AND MOTIVATION

Most authors correlate so much satisfaction with the motivation that they come to identify them. It has come to the conclusion that satisfaction is an indicator of motivation, but not its cause. We consider aspirations and expectations to differentiate the motivation of satisfaction (Popa, 2008). Motivation precedes satisfaction, giving it meaning and reason to exist. As for the relationship between motivation and satisfaction, there is no full agreement between the views of the authors.

However, M. Zlate believes that the relationship between motivation and satisfaction can be found in the following statements (Zlate, 1981):
- Satisfaction / dissatisfaction is an indicator of motivation, of its effective or ineffective way of realization. From this point of view, satisfaction is the

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fulfillment of the motivation, the achievement of the proposed activity of the goal, and the dissatisfaction with the lack of motivation.
- Motivation and satisfaction appear in a dual quality, both cause and effect. Motivation is a cause, and satisfaction is a final state. However, there are also cases when intense, sustained livelihood can turn into a motivational source. Satisfaction achieved by the individual is likely to motivate the individual to continue the activity and thus obtain new satisfactions.
- Both motivation and satisfaction relate to the performance of the activity they can influence either positively or negatively.

So the elements of closeness between motivation and satisfaction are the following:
- both are based on the same theories;
- both try to explain performance;
- both have led to a number of management approaches aimed at increasing the level of satisfaction or motivation.

The elements of differentiation between the two concepts are as follows:
- although difficult to demonstrate, situations where motivation leads to performance are more frequent than those in which performance is determined by job satisfaction. There are many cases in which organizations where there is overall satisfaction show the inability to respond to the challenges of the environment in which they operate.
- if we go through the theories of motivation and satisfaction in work, we can think that people need to be motivated to achieve a state of work satisfaction.

2. THE RELATIONSHIP BETWEEN SATISFACTION AND INVOLVEMENT IN WORK

The following definitions have been formulated in relation to engagement (Constantin C., Stoica-Constantin A., 2005):
- Involvement is a function that expresses costs and earnings associated with membership of an organization.
- Involvement is what explains the actions and behaviors of the individual.
- We are talking about involvement when the individual identifies with the organization and focuses its efforts on it.
- Involvement is an attitude or behavior generated by: a strong trust and full acceptance of the organization's goals and values, a desire to make considerable efforts for the organization, a strong desire to belong to the organization.

Thus, involvement is defined as an attachment to work. It identifies, among other things, the importance that work receives in relation to other spheres of life, the intention to be active and to consider professional activity as essential to life, as a whole, the involvement responds to the intention of the individual to convey the positive image of himself the context of the work carried out.

The main directions in engagement research were as follows (www.scribd.com):

- Concept based on individual-organization exchange. Involvement results from exchanges, reciprocal expectations between the individual and the organization.
- The psychological conception. Involvement results from a process of identifying the individual within the organization. She insists on the affective aspects of the relationship between the individual and the organization.
  Factors that influence engagement are (http://www.rasfoiesc.com/business/management/resurse-umane/Motivatia-in-munca79.php):
  a. Age and seniority in work

In general, engagement increases with age and seniority in the organization, and for several reasons: on the one hand, as older people get older, it becomes difficult to find another job outside the organization; on the other hand, involvement is a long process, and older people have had time to consolidate their ties.

The effect of age and seniority can intersect with the effect of other factors. There are situations where young graduates are strongly involved at the beginning of their career, given their interest in gaining experience. Involvement will diminish when experience becomes a "capital" on the labor market.

  b. Training level

This factor most often leads to a decrease in involvement. The more individuals will have a higher level of training, the less they will be involved. The fact that a person with a higher education has value and implicitly greater opportunities to find another job in another organization. It is known that a high level of training leads to expectations increasingly difficult to satisfy by an organization.

  c. Sex category

Certain studies have linked engagement sex, saying that women are more involved than men. The explanation arises from the fact that women are facing increasingly numerous and difficult barriers in their careers. This makes them more involved in the life of the organization. There are studies that consider the woman less involved due to external rigor to respond to.

  d. The personality of the individual

Certain studies show that the need for fulfillment, self-realization and work ethic can be considered as important factors of involvement.

  e. Factors related to the location and characteristics of the job

The implications of the involvement are to identify the individual with his or her work and with the organization he / she is part of (feeling of self-fulfillment, self-development, personal development). Between the two concepts of work-engagement satisfaction there are some elements of proximity:

- both refer to the states of the individual;
- many of the factors that determine work satisfaction can also be seen as factors that determine engagement.
  The elements of differentiation between satisfaction and work involve:
- Satisfaction is a state, while involvement is rather a process.
- Satisfaction is a resulting passive state, while engagement suggests action.
- Satisfaction does not lead to specific actions, while involvement determines certain behaviors.

Compared with satisfaction and motivation, engagement is the one that has the most direct links to performance.

3. FACTORS THAT INFLUENCE THE MOTIVATION OF WORK

A.   Negative factors

a.   The perception of inequality. Inequality, real or just perceived as such, has one of the strongest drops in motivation. An initially motivated employee may think: why should I try to work harder if I get paid just like my office worker and he spends the day all day; why try harder if he / she is paid much better and does not have the necessary knowledge that I have and are not used to achieve the goals of the organization.

b.   Role ambiguity. When you do not know where you have to go and what is expected of you, the motivation is little relevant. Are you working hard to do what? It's like pulling your gun in the eye, hoping you can hit the target and thank your boss. It's not the most motivating scenario. It is one that many employees face in the absence of clear habit, a coherent human resource infrastructure and well-built work procedures and communication.

c.   Lack of performance monitoring and correlation between performance and reward. We can rely on self-motivation and we can think that people generate performance whether they are motivated from outside, whether their level of performance is or not related to rewards, which is possible only in an ideal world. Enthusiasm and self-motivation in the real world will "die" for most employees only after two to three months, followed by routine and then ruin.

d.   The lack of a career plan is the most powerful demotivation factor for younger employees. They are motivated if they can "see" the chance of a career in front of them, the money sometimes going to second place. Without the potential of a promising career, the young employee may well pack his luggage and leave without any remorse.

e.   Insufficient pay. It is a truism that if you do not have enough money, it is unlikely that you will focus on what you have to do at work. It has to be underlined that money as such does not motivate. They are a necessary prerequisite, but not enough for performance motivation. To paraphrase a known saying, money does not provide motivation, but it helps you to maintain it. (Emilian R., 1999, Scholz M., 2000).

B.   Positive factors

a.   The performance management system is clearly defined, consistent and equitable. If you know that you are being evaluated on the basis of objective criteria, and this assessment has a definite impact on your salary and promotion, it is likely that you feel guilty and "cared for" to be properly assessed. It is comfortable to know that all of your colleagues are assessed in a similar way.

b.   Positive and trust-based working climate. Human attention is very limited. Either we focus on the important aspects related to the work itself, on what and how we have to do, or we allocate our resources to gossip, rumors, etc. It's hard, if not

impossible, to deliver quality results when you are most concerned about how to "keep your back". A correct communication strategy and the consistency of the messages sent to the company contribute decisively to maintaining such a climate.

c.   Periodic training programs. They have an indirect effect of increasing motivation, their primary objective being to develop the knowledge and skills necessary for the job. Because they make participants feel that they are investing in them, they are important to the company, training programs increase motivation for performance and last but not least - training outside the office - interaction between participants leads to the development of some closer ties and creating a team spirit that contributes to a positive climate.

f.   Well-specified management infrastructure and human resources. It is an element that facilitates the consistent manifestation of the above mentioned. When the individual knows clearly what is expected of him, and he also knows who-who-who-who-has-to-whom-he has to communicate, can allocate resources efficiently to meet expectations and comply with procedures. We know too well how often it happens in organizations that it is not clear who is responsible - it is often assumed that "someone" is responsible and comes to the conclusion that "no one did what it was supposed to do. (Emilian R., 1999, Scholz M., 2000).

In conclusion, in order to have motivated employees, employers need to make sure that they know what they have to do, know the link between their results and the rewards they get, work in a positive climate and are properly trained. All this is the way to motivation, and thus to performance and profit.

4. THE RELATIONSHIP BETWEEN WORK SATISFACTION AND PERFORMANCE

In terms of performance, it is obvious that there is a reciprocal relationship between motivation and performance. When there is an overlap between individual expectations and organizational demands, there is also the chance to achieve professional performance, otherwise performance is more difficult to achieve and / or maintain. The relationship between performance and satisfaction is still the subject of several disputes.

The views are alternative:
- satisfaction generates performance
- performance generates satisfaction
- reward generates performance and satisfaction

The approach from the point of view of human relations indicates that human care, care and expression of interest in the personal needs of the employees were useful leadership. Such a managerial style was not supported for strictly humanitarian reasons, but it usually indicates that such a style will bring benefits as a result of increased productivity from the workforce.

Thus, human relations were regarded as a good motivational strategy (http://www.rasfoiesc.com/business/management/resurse-umane/Relatia-dintre-satisfactie-mot84.php):

Good Human Relations → Job Satisfaction → Performance

A.   Hypothesis "satisfaction determines performance", assuming that high work satisfaction leads to high performance.

If job satisfaction results in high performance, the message managers should understand is simple: in order to increase the performance of employees, they need to be made happy. Research shows that the link between individual satisfaction at one time and its performance at another time is not straightforward and straightforward.

There is some evidence that the relationship works better for those who have a high qualification and occupy a higher position in the hierarchy. Satisfaction on an individual post is not a predictor of performance.

At the same time, satisfied workers are generally not much more productive than unsatisfied workers. A large number of research papers show that the relationship between satisfaction and performance is positive, but usually very low and often inconsistent.

Situations in which we enjoy our rewarding work that we do not have enough time to be productive. For example, satisfactory work colleagues and a supreme superior may cause us to spend more time on social interactions than on working alone. Thus the hypothesis that "satisfaction determines performance" may be incorrect.

B.   The assumption that "performance determines satisfaction", an assumption that achieving a high performance leads to high work satisfaction.

Performance would seem to lead to satisfaction when performance is followed by rewards.

Performance → Rewards → Work satisfaction

Many organizations do not do a good job when they try to tie performance rewards. In many cases, very high productivity is not followed by promotions, salary bonuses, or appointment for a more interesting task.

In conclusion, simply increasing employee satisfaction should not make them work better.

C.   The hypothesis " reward also generates performance and satisfaction "

This last argument suggests that an appropriate allocation of reward can positively influence performance and satisfaction. The keyword is "matched".

 Research has shown that people receiving large rewards report great satisfaction. But at the same time it was shown that performance-related rewards influence the performance of the person. In this case, the size and amount of the reward varies depending on the achievements. As long as the low rewards offered to a poorly performing employee will lead to dissatisfaction, the expectation is that they make efforts to improve performance to get higher rewards in the future.

The idea is that managers should consider satisfaction and performance as two separate, but related, results of work that are influenced by the allocation of rewards. Because alone, job satisfaction is not a predictor of performance, well-administered rewards can have a positive influence on satisfaction and performance.

Therefore, performance and satisfaction are separate and independent. Performance is influenced by individual attributes, such as skills and experience, organizational support for resources and technology, and work effort.

5. THE RELATIONSHIP BETWEEN WORK SATISFACTION AND ABSENTEEISM

In general, the association between work satisfaction and absenteeism is relatively small. The face of satisfaction that is the best preacher of absenteeism is the content of work itself.

Work satisfaction predicts better how often employees are absent than how many days they are absent. It is more associated with absenteeism than with lost time. Certain factors are likely to restrict the ability of many people to convert the pleasure or inconvenience of working into appropriate habits regarding work presence.

- Some absences are unavoidable due to illness, climatic conditions or daily problems. Thus some of the lucky employees will occasionally miss out on issues that are beyond their control.
- Opportunities to have work satisfaction in a day of absence can be varied. This way you may love your work, but love even more skiing or sailing. Under these circumstances, you may leave your work aside, while an unsatisfied person who has nothing better to do than to go to work.
- For many jobs, workers may be unclear what is the reasonable limit of absenteeism. In the absence of guidance from the company, workers might look at the behavior of their colleagues for a norm to guide their behavior. These rules and "absenteeism culture" that correspond to them can have a stronger effect than employee's individual satisfaction with his work.
- Research on work satisfaction and absence has some interesting implications. On the one hand, the general increase in work satisfaction will only have a small effect on the size of absenteeism, as long as satisfaction does not come mainly from the revision of the content of work. In addition, a high frequency of short absences is probably a better indicator of an "attitude problem" than longer, but less frequent absences. The latter habit is more likely to reflect medical or family problems than work-related dissatisfaction.

6. LABOR DISSATISFACTION

Workplace dissatisfaction is a problem of the current society that gains momentum. Many employees are unsatisfied with their current job, which is caused either by internal reasons related to people's aspirations and spheres of interest, or by how they are treated in the organization.

Dissatisfaction in work - is perceived as dissatisfaction or frustration and accompanied by demotivation, manifested as a negative behavior in a professional environment. Demotivation is perceived as the inverse of impetus, satisfaction and motivation, and is manifested by a decrease in the quantity and quality of work.

Worker dissatisfaction is influenced both by the company's operation and the personality of the employee.

The sources of demotivation are (Scholz M., 2000):

- Alien work that calls for a single competence, which does not allow learning and leaves no room for initiative, or work deemed uninteresting, useless or meaningless.
- Lack of clear objectives, in the absence of which the employee does not know what is required of him.
- An activity for which the employee does not feel prepared or does not have the required qualification.
- Absence of feed-back or the presence of only a negative feed-back.
- The unfair treatment of employees leads to the feeling of useless efforts.
- Lack of the necessary means to put an end to the workload.
- Work in a company that produces products of poor quality or that does not meet certain ethical standards.

Demotivating on the individual's agenda results in: decrease in efficiency; resignation or revolt; departure; isolation; reducing labor efficiency; changing jobs.

General demotion has the effect of: union action; lack of ambience and social balance; violent strikes; hostility to the company.

In conclusion, employee dissatisfaction translates into losses for organizations.

It can also happen that dissatisfaction, frustration, anxiety may also be the result of a contagion process. In all organizations there are people with a pessimistic, black outlook on life. They complain all the time, they self-optimize, and in any situation they expect the worst. Their negativity can become contagious by lowering the morale and energy of those with whom they come into contact.

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